

ECHO

ASX ANNOUNCEMENT

12 August 2015

FULL YEAR RESULTS PRESENTATION

Attached is the presentation regarding the financial results of Echo Entertainment Group Limited (**Echo**) for the year ended 30 June 2015, to be presented by Matt Bekier, Managing Director and Chief Executive Officer, and Chad Barton, Chief Financial Officer.

The presentation and a link to an audio webcast of the presentation will be available on Echo's website at www.echoentertainment.com.au from 11:00am (Sydney time) today.

The information contained in this announcement should be read in conjunction with today's announcement of Echo's full year results.

Paula Martin
Group General Counsel & Company Secretary

ECHO ENTERTAINMENT GROUP



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WWW.ECHOENTERTAINMENT.COM.AU

ECHO

FULL YEAR 2015 RESULTS PRESENTATION

12 AUGUST 2015

ECHO ENTERTAINMENT GROUP

ECHO ENTERTAINMENT GROUP LIMITED (ASX: EGP)

BASIS OF PREPARATION AND NON-IFRS INFORMATION

- Information in this presentation is provided as at the date of the presentation unless specified otherwise. It should be read in conjunction with Echo Entertainment Group Limited's financial report for the full year ended 30 June 2015 and other disclosures made via the Australian Securities Exchange
- Echo Entertainment Group results are reported under International Financial Reporting Standards (IFRS). This presentation includes certain non-IFRS measures including normalised results, which are used internally by management to assess the performance of the business
- Non-IFRS measures, including normalised results, have not been subject to audit or review
- Normalised results reflect the underlying performance of the business as they remove the inherent volatility of the International VIP Rebate business. Normalised results are adjusted using an average win rate of 1.43% on actual turnover.
- Normalised EBIT (Underlying Earnings) and Normalised EBITDA are calculated based on normalised gross revenue and normalised taxes. Significant items are excluded from the normalised results
- Queensland results referred to in this presentation relate to the Jupiters and Treasury segments as reported in the financial accounts

DISCLAIMER

- This presentation is prepared for information purposes only and does not take into consideration any individual investor's circumstances. Echo Entertainment Group recommends investors make their own assessments and seek independent professional advice before making investment decisions
- This presentation may include forward looking statements and references which, by their very nature, involve inherent risks and uncertainties. These risks and uncertainties may be matters beyond Echo Entertainment Group's control and could cause actual results to vary (including materially) from those predicted. Forward looking statements are not guarantees of future performance. Past performance information in this presentation is provided for illustration purposes only. It is not indicative of future performance and should not be relied upon as such
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ECHO ENTERTAINMENT GROUP

AGENDA

1. OVERVIEW

MATT BEKIER – CEO

2. FINANCIALS

CHAD BARTON – CFO

3. OUTLOOK AND PRIORITIES

MATT BEKIER – CEO

4. Q&A

HIGHLIGHTS

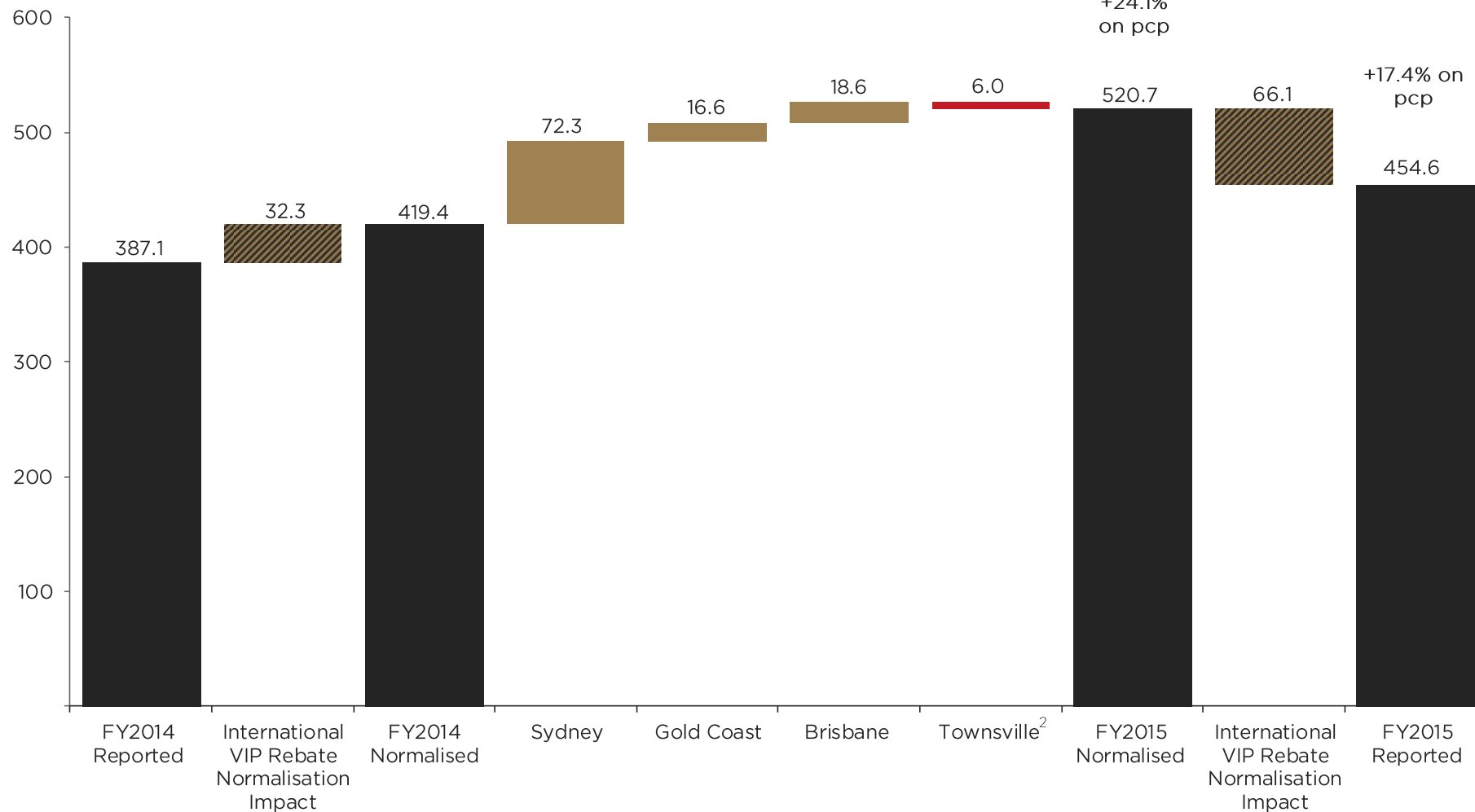
FULL YEAR FY2015 RESULTS

- Actual gross revenue for FY2015 of \$2,258m up 19.0% (FY2015 normalised gross revenue of \$2,331m up 20.6%) on pcp driven by good domestic gaming and strong International VIP Rebate business revenues
- Actual EBITDA (excluding significant items) of \$455m up 17.4%
- Normalised EBITDA of \$521m up 24.1% on pcp
- Statutory NPAT of \$169m up 59.3% (Normalised NPAT of \$219m up 52.2%) on pcp reflecting a strong operating performance and lower interest expense due to lower debt levels
- Final dividend per share of 6 cents fully franked declared, taking the full year dividend to 11 cents, up 37.5% per share on pcp and reflecting a payout ratio of 53.6% of statutory NPAT
- Successful outcome in the Queen's Wharf Brisbane bid process – Destination Brisbane Consortium selected by the Queensland Government as the preferred proponent to develop Queen's Wharf
- Executed the first stages of the Jupiters Gold Coast expansion project. Soil turning for the new suite hotel to be held on 17 August 2015
- Progress made during FY2015 on all strategic priorities

OVERVIEW

KEY DRIVERS OF FULL YEAR FY2015 RESULTS

EBITDA \$m¹



Note: ¹ FY2014 and FY2015 results normalised for an International VIP Rebate business win rate of 1.43% on actual turnover. All results exclude significant items

² Jupiters Townsville sale was completed on 1 October 2014. FY2015 group earnings include Jupiters Townsville contribution from 1 July 2014 to 30 September 2014 only (FY2014 including a full twelve months of Jupiters Townsville contribution)

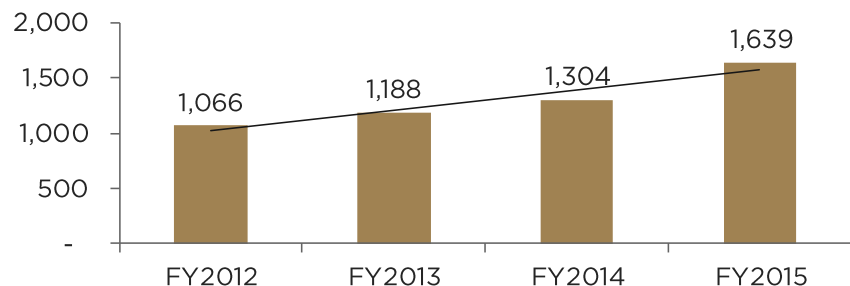
OVERVIEW

KEY DRIVERS – THE STAR SYDNEY

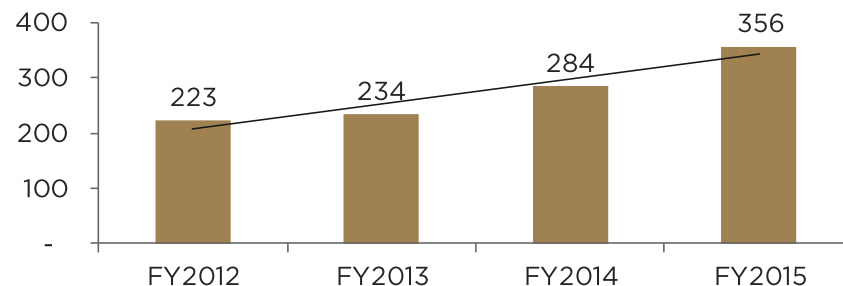
Normalised gross revenue of \$1,639m up 25.7% versus pcp (actual gross revenue of \$1,541m up 20.7% versus pcp).
Normalised EBITDA of \$356m up 25.5% versus pcp (actual EBITDA up 2.9% versus pcp)

- Strong revenue growth across all key gaming products – Slots +13.0%, Domestic Tables (including MTGMs) +20.1%, VIP +33.3%
- Domestic revenue benefiting from improved macro-economic conditions as well as enhanced product offering, the Absolute Rewards loyalty program, targeted marketing campaigns and jackpot strategy for EGMs
- Domestic revenue growth driven by increased visitation (+9%) and spend per visitor (+6%). Growth across both loyalty base members and unrated customers
- Non-gaming cash revenue reduction (down 0.3% versus pcp) as a result of increased complimentary rewards redemptions under the Absolute Rewards loyalty program (gross revenue up 11.4% versus pcp)
- Operating costs of \$576m up 10.3% for the period versus pcp due to increased activity
- FY2015 average non-rebate gaming tax rate of 31.4% versus 28.9% in FY2014. EBITDA impact of \$21m from increase in tax rate in FY2015
- The Star normalised earnings now in excess of the \$340m EBITDA target provided at the start of the redevelopment in 2009

Normalised Gross Revenue (\$m)



Normalised EBITDA (\$m)

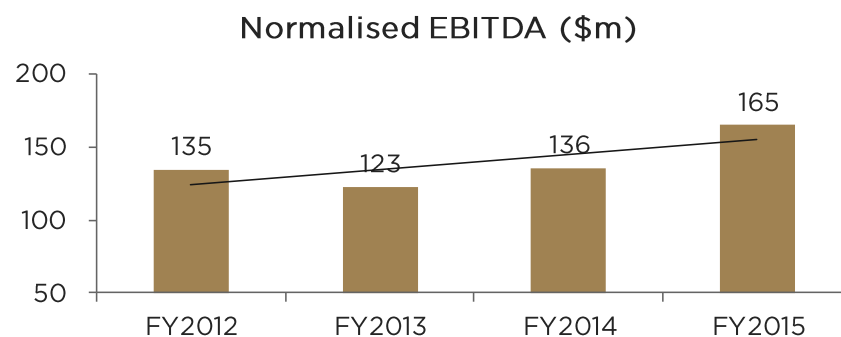
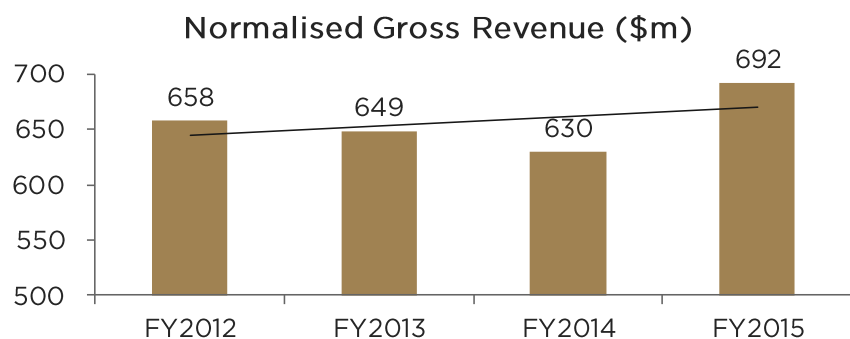


OVERVIEW

KEY DRIVERS – QUEENSLAND

Normalised gross revenue of \$692m up 9.9% versus pcp¹ (actual gross revenue of \$716m up 15.5%). Normalised EBITDA up 21.5% versus pcp (actual EBITDA up 47.1%)

- Strong revenue growth across all key gaming products – Slots +7.3%, Domestic Tables (including MTGMs) +13.6%, VIP +>100.0%
- Domestic revenue benefiting from improved macro-economic conditions, the modernisation of the regulatory environment on EGMs in Queensland and the impact of the Absolute Rewards loyalty program
- Non-gaming business cash revenue down 12.6% versus pcp as a result of increased complimentary rewards redemptions through the Absolute Rewards loyalty program, disruption of non-gaming facilities at Jupiters Gold Coast and impact of Jupiters Townsville sale (gross revenue down 2.4% versus pcp)
- International VIP Rebate business customer front money of \$242m up 52.9% versus pcp
- Operating costs tightly managed across the Queensland properties, up 0.5% versus pcp (down 10.4% after sale of Jupiters Townsville)



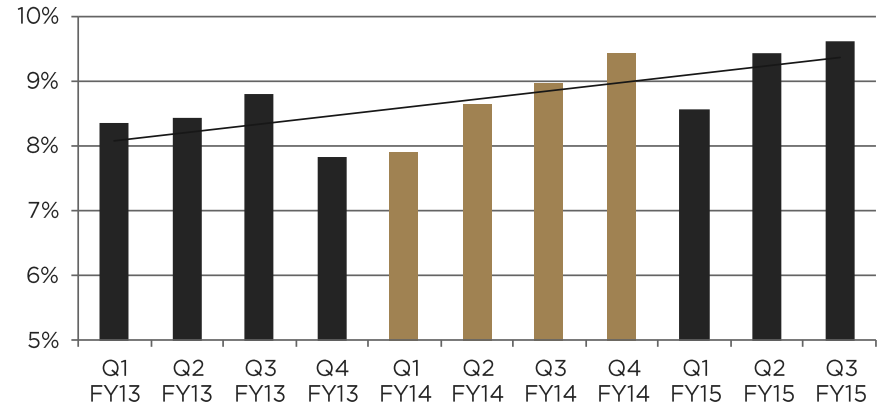
Note: ¹ Jupiters Townsville sale was completed on 1 October 2014. FY2015 revenue include Jupiters Townsville for 1 July 2014 to 30 September 2014 with pcp including a full twelve months of Jupiters Townsville revenue

OVERVIEW

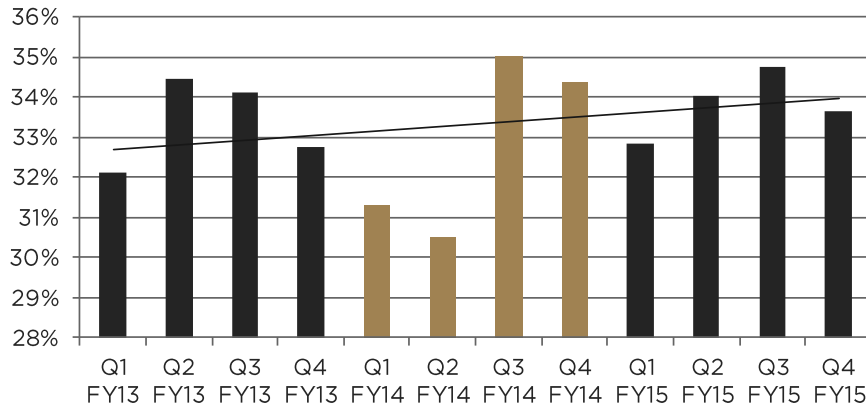
EGM MARKET SHARE

- EGM market share for the FY2015 period increased versus pcp at all properties
- The Star market share of 9.2% for Q1-Q3 FY2015 versus 8.5% in Q1-Q3 FY2014 (Q4 FY2015 market data not yet available)
- Queensland properties market share of 28.9% for FY2015 versus 27.6% in FY2014. Both properties performing ahead of pcp
- Main drivers of market share improvements are enhanced product offerings, the Absolute Rewards loyalty program, targeted marketing campaigns and jackpot strategy

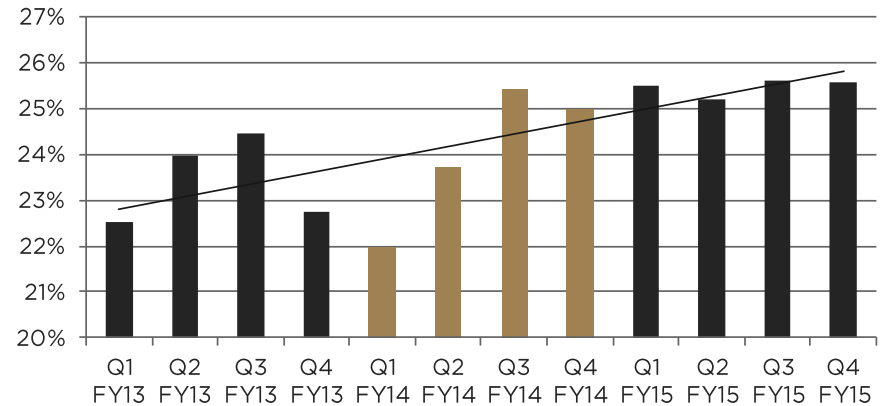
The Star Sydney¹



Jupiters Gold Coast



Treasury Brisbane



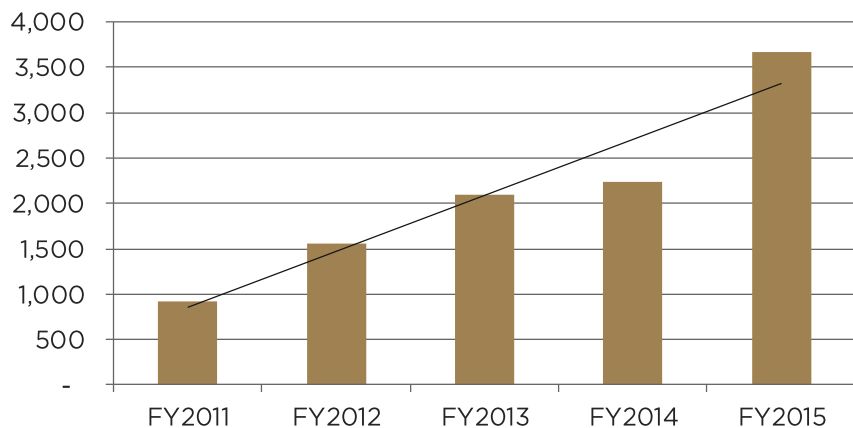
Source: Independent Liquor and Gaming Authority – NSW Government, Office of Liquor and Gaming Regulation – Queensland Government and Echo Entertainment Group data
 Note: ¹ Market share data for The Star is inclusive of both slots and MTGMs. Market share data for Queensland properties includes slots and MTGMs, but excludes Rapid product

OVERVIEW

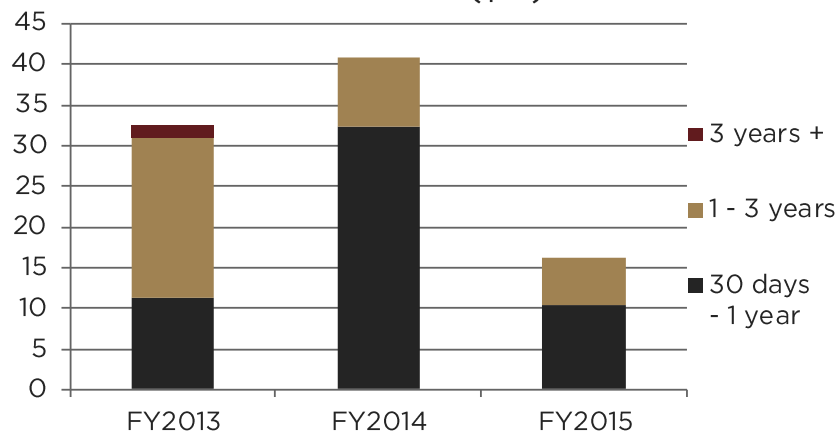
INTERNATIONAL VIP REBATE BUSINESS PERFORMANCE

- Normalised gross revenue of \$662m up 53.0% (actual gross revenue of \$588m up 48.4%) versus pcp
- International VIP Rebate business customer front money of \$3,668m up 64.3% versus pcp. Junket business share 77% of actual front money in FY2015 (70% in FY2014)
- Turnover of \$46bn up 53.5% versus pcp
- Actual win rate of 1.27% below prior period of 1.32% and normalised rate of 1.43%
- Credit risk management and collections well managed with receivables past due not impaired of \$16m down from \$41m at 30 June 2014¹. No receivables older than 3 years

International VIP Rebate Business Customer Front Money (\$m)



Net International VIP Rebate Business Receivables (\$m)¹



Note: ¹ Net trade receivables based on receivables excluding 0-30 days

OVERVIEW

GOOD PROGRESS – DELIVERING TO PLAN

- Progress made during FY2015 on all priorities:
 - Improved operational performance at all properties
 - Selected as preferred proponent in Queen’s Wharf Brisbane bid process
 - Executed the first stages of the Jupiters Gold Coast expansion project
 - Redeveloped pool area, new “Cucina Vivo” and “Kiyomi” restaurants, infrastructure upgrades
 - Commenced Level 21 International VIP Rebate business gaming salons, existing hotel room refurbishments, atrium works and resort landscaping, lighting and customer arrival upgrades
 - Ready to commence new hotel tower works in Q1 FY2016
 - Masterplanning to define investment program at The Star property advancing
 - Improved staff engagement across all properties and segments of the business
 - Completed the Jupiters Townsville sale
- Stable leadership in place and strengthened operational capability. Additional senior hires made in gaming, sales & marketing and corporate affairs
- Completed review of brand, marketing and partnerships portfolio
- Loyalty program maintaining momentum – Release of program enhancements planned for Q4 FY2016
- Continued involvement in the communities in which we operate:
 - The Star is one of the main partners of Sydney Festival and Vivid Sydney, a sponsor of the Sydney Swans and New South Wales Rugby League (NSW Blues), as well as a contributor to various charities and not-for-profit organisations
 - The Queensland properties are sponsors of Brisbane Festival and the Queensland Rugby League (Queensland Maroons), as well as contributors to Ronald McDonald House, Surf Life Saving Queensland and various other charities and not-for-profit organisations

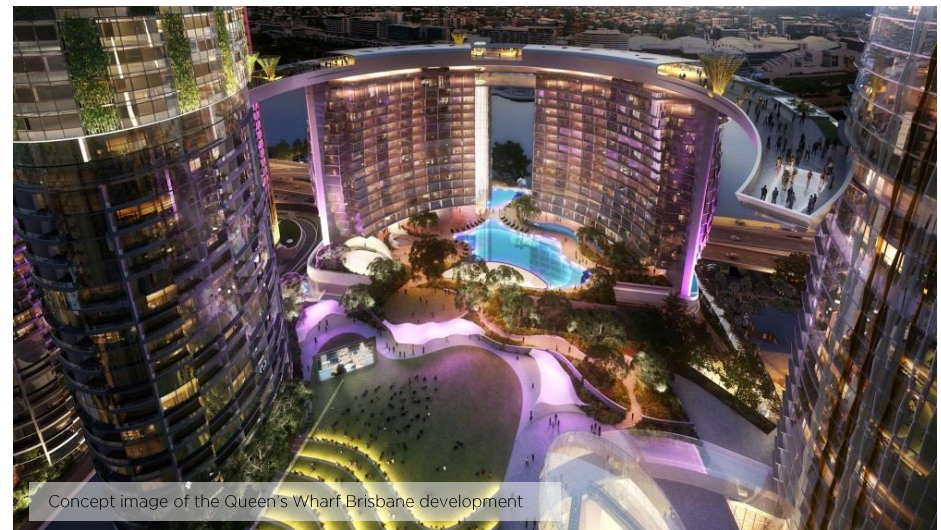
OVERVIEW

QUEEN'S WHARF BRISBANE

- Echo, along with partners in the Destination Brisbane Consortium (DBC), Chow Tai Fook Enterprises and Far East Consortium, selected as preferred proponent for the Queen's Wharf Development on 20 July 2015
- DBC working with the Queensland Government to finalise range of agreements - expected completion in first half of FY2016
- Additional commercial details to be disclosed following finalisation of the contractual documents
- Construction expected to commence in early 2017 - Construction of Integrated Resort expected to take approximately five and a half years from commencement to opening
- Treasury Casino and Hotel to continue to operate until Queen's Wharf Integrated Resort complete:
 - Treasury casino buildings repurposed into Ritz Carlton hotel and premium retail precinct - Echo to retain ownership of these buildings under long-dated lease
- A summary of DBC's plans can be found at www.destinationbrisbaneconsortium.com.au



Concept image of the Queen's Wharf Brisbane development



Concept image of the Queen's Wharf Brisbane development

ECHO ENTERTAINMENT GROUP

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FINANCIALS

ECHO GROUP PROFIT AND LOSS

(\$m)	FY2014 Actual	FY2015 Actual	Growth %	FY2014 Normalised ²	FY2015 Normalised ²	Growth %
Domestic Gaming Revenue	1,237.3	1,418.1	14.6%	1,237.3	1,418.1	14.6%
International VIP Rebate (Gross)	396.5	588.4	48.4%	432.5	661.8	53.0%
Non-gaming & Other Revenue	263.7	251.1	(4.8%)	263.7	251.1	(4.8%)
Gross Revenue¹	1,897.4	2,257.6	19.0%	1,933.4	2,331.0	20.6%
Gaming taxes, levies and commissions	(643.4)	(880.8)	(36.9%)	(647.1)	(888.1)	(37.2%)
Operating expenditure	(866.9)	(922.2)	(6.4%)	(866.9)	(922.2)	(6.4%)
EBITDA (before significant items)	387.1	454.6	17.4%	419.4	520.7	24.1%
Depreciation and amortisation	(145.6)	(163.7)	(12.4%)	(145.6)	(163.7)	(12.4%)
EBIT (before significant items)	241.5	290.9	20.5%	273.7	357.0	30.4%
Net interest	66.1	49.9	24.5%	66.1	49.9	24.5%
Tax (before sig items) ³	53.5	69.0	(28.8%)	63.5	87.8	(38.1%)
NPAT (before significant items)	121.9	172.0	41.0%	144.1	219.3	52.2%
Significant Items (after tax) ⁴	(15.5)	(2.7)				
Statutory NPAT	106.3	169.3	59.3%			
Earnings Per Share (cents)	12.9	20.5	58.9%			
Total dividend per share (cents)	8.0	11.0	37.5%			

Notes:

- Revenue is shown as the net gaming win, but gross of rebates and commissions paid to players and third parties
- Normalised results reflect the underlying performance of the business as they remove the inherent volatility of the International VIP Rebate business. Normalised results are adjusted using an average win rate of 1.43% on actual turnover. FY2014 normalised results have been restated to a win rate of 1.43% on actual turnover to reflect a consistent win rate between periods
- Tax before significant items is calculated for actual and normalised purposes based on the statutory effective tax rate paid in the period (FY2015 28.6%, FY2014 30.6%)
- FY2015 significant items include the gain on the sale of Jupiters Townsville (a pre-tax gain of \$8.0m) and the costs incurred in connection with the Queen's Wharf Brisbane bid process (\$11.7m)

FINANCIALS

BALANCE SHEET AND DIVIDEND

\$m	June 2014	June 2015
ASSETS		
Current Assets		
Cash and cash equivalents	144.9	196.6
Trade and other receivables	87.1	110.5
Inventories	6.5	7.3
Income tax receivable	11.7	-
Derivative financial instruments	2.9	12.1
Other assets	21.7	26.2
Assets classified as held for sale	69.7	-
Total current assets	344.5	352.7
Non current assets		
Property, plant and equipment	1,911.1	1,974.2
Intangible assets	1,845.8	1,840.0
Derivative financial instruments	86.7	207.4
Other assets	30.1	17.1
Total Non current assets	3,873.7	4,038.7
TOTAL ASSETS	4,218.2	4,391.4
LIABILITIES		
Current liabilities		
Trade and other payables	154.7	233.9
Income tax payable	-	39.8
Provisions	51.7	55.2
Derivative financial instruments	14.7	16.7
Other liabilities	16.2	21.2
Liabilities directly associated with assets as held for sale	8.0	-
Total current liabilities	245.3	366.8
Non current liabilities		
Interest bearing liabilities	803.1	744.2
Deferred tax liabilities	177.9	174.8
Provisions	8.9	14.7
Derivative financial instruments	51.4	55.5
Total non current liabilities	1,041.3	989.2
TOTAL LIABILITIES	1,286.6	1,356.0
NET ASSETS	2,931.6	3,035.4
EQUITY		
Share capital	2,580.5	2,580.5
Retained earnings	367.3	462.3
Reserves	(16.2)	(7.4)
TOTAL EQUITY	2,931.6	3,035.4
NET CURRENT ASSET/(DEFICIT)	99.2	(14.1)

- Cash conversion of EBITDA 112.0%
- Trade and other receivables of \$111m up \$23m reflecting strong activity in the International VIP Rebate business in June
 - International VIP Rebate business net receivables past due of \$16m down from \$41m in June 2014
 - Ageing profile improved significantly
- FY2015 net debt of \$400m reduced by \$234m from 30 June 2014¹
- Gearing levels conservative with actual trailing net debt to EBITDA of 0.9x
- Interest bearing liabilities position reflects repayment of \$170m of SFA, offset by currency revaluation on USPP debt

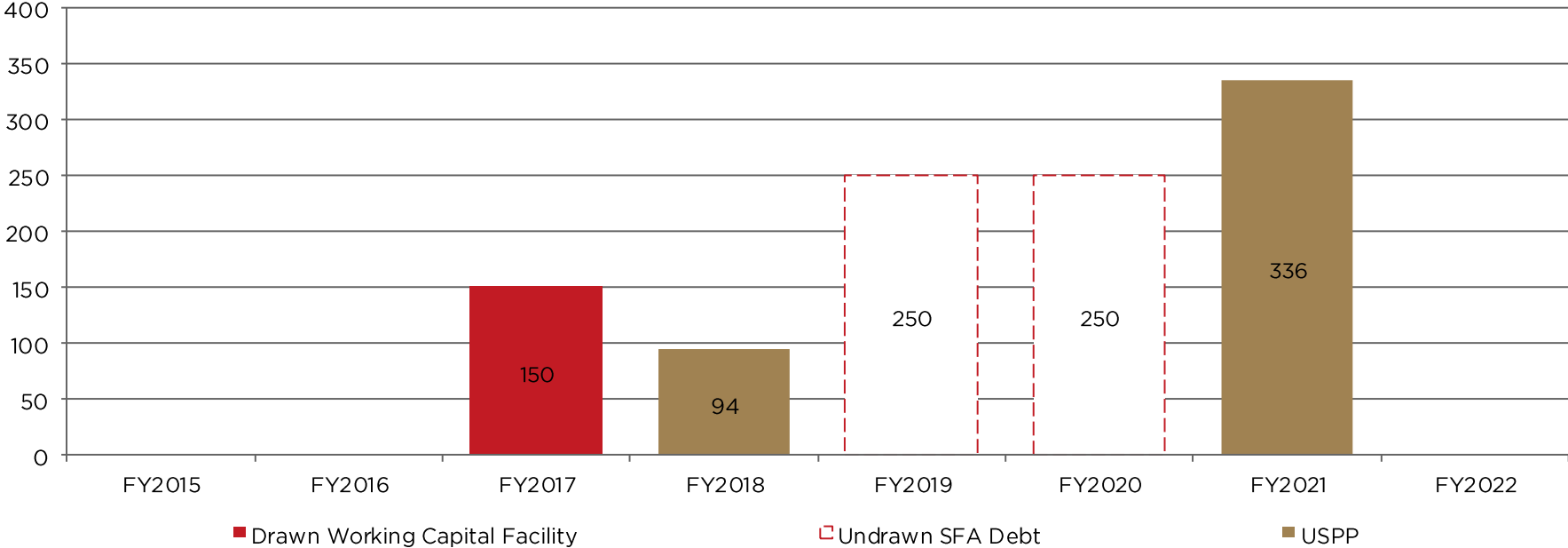
Note: ¹ Net debt shown as interest bearing liabilities less cash and cash equivalents less the net impact of derivative financial instruments

FINANCIALS

ECHO FUNDING

- FY2015 net debt of \$400m (June 2014 \$635m)¹
- Undrawn bank facilities of \$500m and average drawn debt maturity of 4.3 years
- FY2015 statutory net finance costs of \$50m
- FY2016 statutory net finance costs expected to be around \$50m on consistent interest rates
- Tenors of the SFA tranche A and tranche B extended by 24 months and 12 months respectively

Echo Debt Maturity Profile 30 June 2015 (\$m)



Note: ¹ Net debt shown as interest bearing liabilities less cash and cash equivalents less the net impact of derivative financial instruments

FINANCIALS

CAPITAL EXPENDITURE

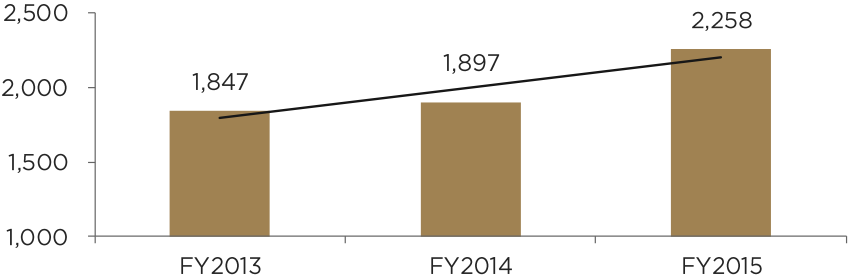
- FY2015 capital expenditure of \$226m up \$114m (102.8%) on pcp. Investments in expansion and refurbishment of F&B at Jupiters Gold Coast and The Star, the 3rd aircraft and maintenance
- FY2015 D&A of \$164m up \$18m (12.4%) on pcp. Impacted by the accelerated depreciation of assets as developments at The Star and Jupiters Gold Coast are progressed. Expected D&A of \$160m – \$180m for FY2016
- FY2016 capital expenditure expected to be \$275m – \$325m¹. Projects focused on The Star Sydney and Jupiters Gold Coast

Project	Expected Start	Q1 FY2016	Q2 FY2016	Q3 FY2016	Q4 FY2016	Expected Completion
The Star Sydney						
The Darling VIP Gaming Salons	Q4 FY2015					Q2 FY2016
Buffet Refurbishment	Q1 FY2016					Q2 FY2016
Mid-tier Gaming Expansion (Oasis)	Q1 FY2016					Q2 FY2016
Base-tier Gaming Expansion (MGF)	Q2 FY2016					Q4 FY2016
Astral Tower & Residences Refurbishment	Q1 FY2016					FY2017
Jupiters Gold Coast						
Level 21 VIP Gaming Salons	Q4 FY2015					Q2 FY2016
Base-tier Gaming Refurbishment (MGF)	Q2 FY2016					Q3 FY2016
External Arrival Experience and Lighting	Q2 FY2016					Q3 FY2016
Expansion of the F&B offering	Q1 FY2016					FY2017
Existing Hotel Refurbishment	Q1 FY2016					FY2017
New VIP Suite Hotel	Q1 FY2016					FY2017

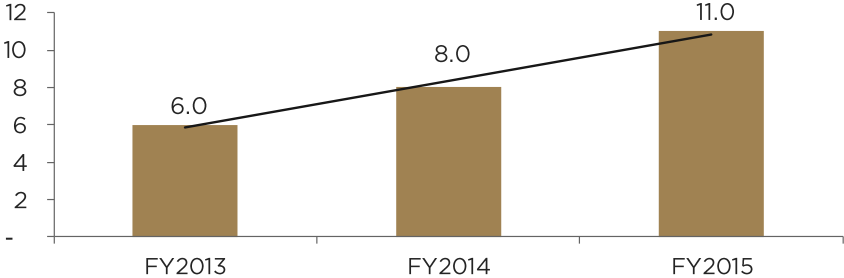
Note: ¹ This excludes any Government payments made in relation to Queen's Wharf. Details of commercials, payments and anticipated timings to be released following finalisation of contractual documents with the Queensland Government

FINANCIALS METRICS

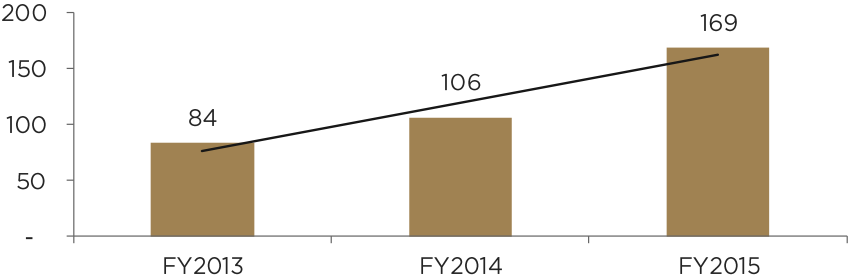
Actual Gross Revenue (\$m)



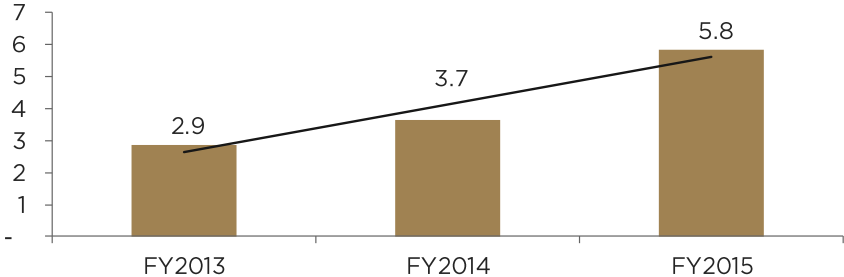
Dividend Per Share (cents)



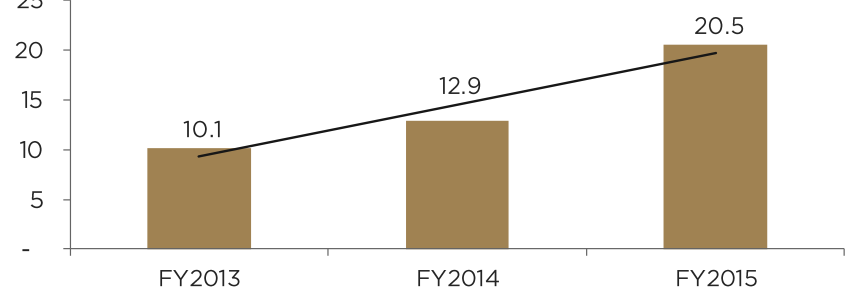
Statutory NPAT (\$m)



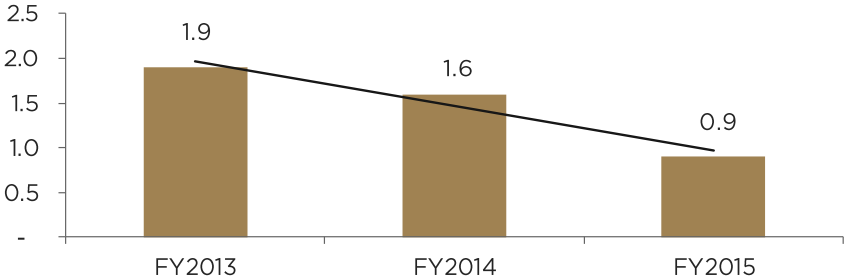
EBIT / Net Interest Expense Ratio (times)¹



Earnings Per Share - Statutory (cents)



Gearing (Net Debt / EBITDA) (times)¹



Note: ¹ Based on 12 months trailing actual
Earnings Per Share (EPS) calculated on the basis of weighted average number of shares of 825.7m

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OUTLOOK AND PRIORITIES

2016 PRIORITIES AND TRADING UPDATE

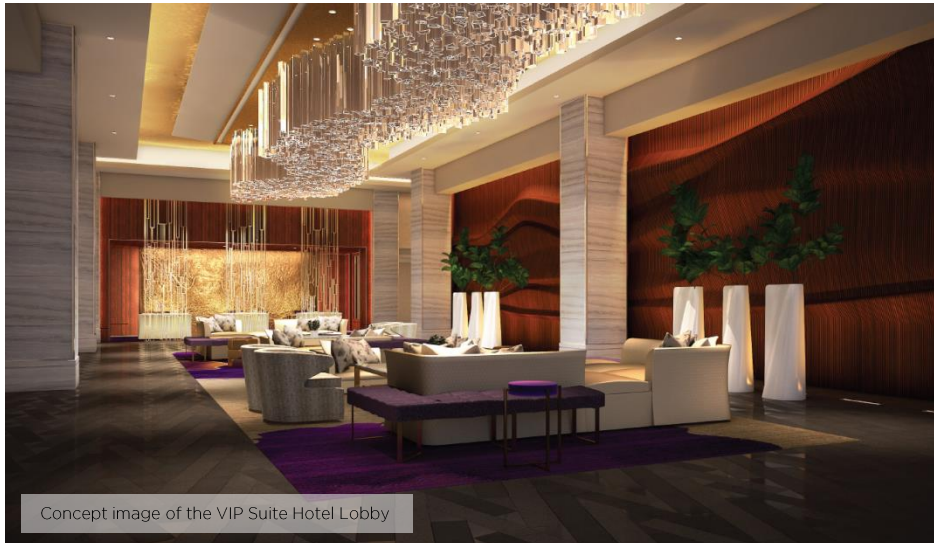
- Priorities for FY2016 are a continuation of the plan advanced in FY2015:
 - Continue to improve earnings across the group through a focus on operations and improved efficiency
 - Deliver on the next stage of the Jupiters Gold Coast redevelopment with capital spend of \$100 – \$125m in FY2016
 - Deliver on the first stages of The Star masterplan with capital spend of \$150m – \$175m in FY2016
 - Continue to evolve the brand and loyalty program strategy
 - Work with the Queensland Government and consortium partners, Chow Tai Fook Enterprises and Far East Consortium, to finalise project documents for Queen’s Wharf Brisbane
- Trading in early stages of FY2016 unchanged from prior months:
 - Gross revenue, excluding International VIP Rebate business, showing more moderate growth on the pcp in July as comparables become more difficult
 - International VIP Rebate business performance year to date is tracking in line with management’s expectations
 - Disruption from capital investment works across the gaming and non-gaming business will impact revenues and earnings as works progress at The Star and Jupiters Gold Coast throughout FY2016

FY2016 PRIORITIES

JUPITERS GOLD COAST DEVELOPMENT



Concept image of the VIP Suite Hotel Rooftop Bar



Concept image of the VIP Suite Hotel Lobby

- Jupiters Gold Coast expansion and refresh to progress in FY2016
- Estimated capex for the year of \$100m – \$125m including:
 - Level 21 VIP gaming salons (expected completion Q2 FY2016)
 - Main gaming floor refresh (expected completion Q2 FY2016)
 - Expansion of the F&B offering (expected completion Q2 FY2016)
 - External arrival experience and lighting (expected completion Q3 FY2016)
 - Hotel refurbishment works (expected completion FY2017)
 - New VIP suite hotel works (expected completion FY2017)
 - Other minor property works (expected completion FY2017)
- Some disruption to gaming and non-gaming business expected throughout the year as works progress

FY2016 PRIORITIES

THE STAR SYDNEY MASTERPLAN

- Approximately \$500m to be invested in The Star over the next 5 years
- Works to span expansion of F&B and gaming offers, upgrade of private gaming rooms, upgrade of hotel rooms and improvements to access and customer flow
- Estimated capex for FY2016 of \$150m - \$175m including:
 - The Darling VIP gaming salons (expected completion Q2 FY2016)
 - Buffet refurbishment (expected completion Q2 FY2016)
 - Main gaming floor and Oasis gaming room expansion (expected completion Q4 FY2016)
 - Astral Tower & Residences refurbishment (expected completion FY2017)
- Some disruption to gaming and non-gaming business expected throughout the year as works progress



Concept image of The Darling VIP Gaming Salons



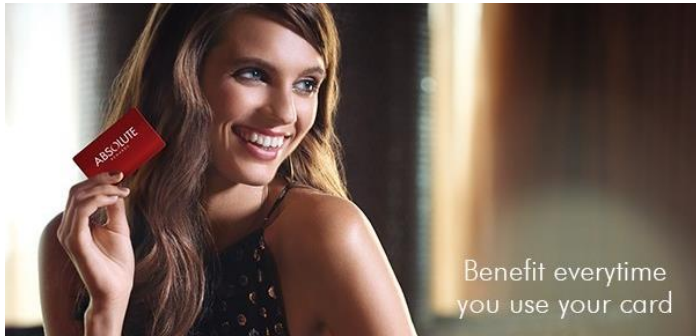
Concept image of The Star Buffet



Concept image of The Star Porte Cochere

FY2016 PRIORITIES

LOYALTY PROGRAM IMPROVEMENTS



- Absolute Rewards program continues to gain traction following the relaunch in 2013 with increased tier migration and complimentary rewards redemptions
- Significant revenue growth being seen at the higher tiers of the program - less growth at the middle and lower tiers
- A number of enhancements planned for release in FY2016:
 - Improved customer value proposition
 - Upgraded and simplified program construct
 - Accelerated delivery of rewards to customers
 - Improved sophistication of operations and processes
 - Enhanced Loyalty website and app
 - More tailored and automated execution leveraging technology to provide more targeted rewards
 - Upgraded IT capabilities
 - Improved analysis
 - Enhanced capability of system
 - Recruitment of expertise

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APPENDIX

THE STAR AND QUEENSLAND RESULTS-ACTUAL

Actual \$m	The Star			QLD			Total		
	FY2014	FY2015	fav/ (unfav)	FY2014	FY2015	fav/ (unfav)	FY2014	FY2015	fav/ (unfav)
Slots	255.6	289.0	13.0%	289.2	310.3	7.3%	544.9	599.3	10.0%
Domestic Tables	491.5	590.5	20.1%	201.0	228.3	13.6%	692.4	818.8	18.2%
Non-Gaming	138.3	137.9	(0.3%)	118.4	103.4	(12.6%)	256.7	241.3	(6.0%)
Total Domestic	885.4	1,017.3	14.9%	608.6	642.0	5.5%	1,494.0	1,659.3	11.1%
International VIP Rebate (Gross)	388.6	517.9	33.3%	8.0	70.5	785.8%	396.5	588.4	48.4%
Other Revenue	3.3	5.9	77.3%	3.6	3.9	8.2%	7.0	9.8	40.5%
Total Gross Revenue	1,277.3	1,541.1	20.7%	620.1	716.5	15.5%	1,897.4	2,257.6	19.0%
Gaming taxes, levies and commissions	(494.6)	(697.0)	(40.9%)	(148.8)	(183.7)	(23.5%)	(643.4)	(880.8)	(36.9%)
Operating expenses	(522.6)	(576.4)	(10.3%)	(344.2)	(345.8)	(0.5%)	(866.9)	(922.2)	(6.4%)
EBITDA	260.1	267.7	2.9%	127.1	186.9	47.1%	387.1	454.6	17.4%
Depreciation and Amortisation	(89.8)	(98.5)	(9.8%)	(55.8)	(65.2)	(16.8%)	(145.6)	(163.7)	(12.4%)
EBIT	170.2	169.1	(0.7%)	71.3	121.7	71.0%	241.5	290.9	20.5%
Statutory Reconciliation									
Significant Items	-	-		-	(3.7)		-	(3.7)	
Statutory EBIT	170.2	169.1	(0.7%)	71.3	118.0	65.5%	241.5	287.1	18.9%
Net interest expense (income)							88.3	49.9	43.5%
Tax							46.9	67.9	(44.8%)
Statutory NPAT							106.3	169.3	59.3%
EBITDA/Revenue %	20.4%	17.4%		20.5%	26.1%		20.4%	20.1%	
VIP Rebate Front Money A\$m	2,073.5	3,425.7	65.2%	158.6	242.5	52.9%	2,232.0	3,668.2	64.3%
VIP Rebate Turnover A\$m	28,908.8	43,052.1	48.9%	1,223.7	3,186.4	160.4%	30,132.5	46,238.4	53.5%
VIP Rebate Win rate	1.34%	1.20%		0.65%	2.21%		1.32%	1.27%	

Note: Jupiters Townsville sale was completed on 1 October 2014. FY2015 earnings include Jupiters Townsville earnings from 1 July 2014 to 30 September 2014 with FY2014 including a full twelve months of Jupiters Townsville earnings

APPENDIX

THE STAR AND QUEENSLAND RESULTS-NORMALISED

Normalised ¹ \$m	The Star			QLD			Total		
	FY2014	FY2015	fav/ (unfav)	FY2014	FY2015	fav/ (unfav)	FY2014	FY2015	fav/ (unfav)
Slots	255.6	289.0	13.0%	289.2	310.3	7.3%	544.9	599.3	10.0%
Domestic Tables	491.5	590.5	20.1%	201.0	228.3	13.6%	692.4	818.8	18.2%
Non-Gaming	138.3	137.9	(0.3%)	118.4	103.4	(12.6%)	256.7	241.3	(6.0%)
Total Domestic	885.4	1,017.3	14.9%	608.6	642.0	5.5%	1,494.0	1,659.3	11.1%
International VIP Rebate (Gross) ¹	415.0	616.0	48.4%	17.5	45.9	162.1%	432.5	661.8	53.0%
Other Revenue	3.3	5.9	77.3%	3.6	3.9	8.2%	7.0	9.8	40.5%
Total Gross Revenue	1,303.7	1,639.2	25.7%	629.7	691.8	9.9%	1,933.4	2,331.0	20.6%
Gaming taxes, levies and commissions	(497.4)	(706.8)	(42.1%)	(149.8)	(181.3)	(21.0%)	(647.1)	(888.1)	(37.2%)
Operating expenses	(522.6)	(576.4)	(10.3%)	(344.2)	(345.8)	(0.5%)	(866.9)	(922.2)	(6.4%)
Normalised EBITDA	283.7	356.0	25.5%	135.6	164.7	21.5%	419.4	520.7	24.1%
Depreciation and Amortisation	(89.8)	(98.5)	(9.8%)	(55.8)	(65.2)	(16.8%)	(145.6)	(163.7)	(12.4%)
Normalised EBIT	193.8	257.4	32.8%	79.8	99.5	24.8%	273.7	357.0	30.4%
Net interest expense (income)							66.1	49.9	24.5%
Tax							63.5	87.8	(38.1%)
Normalised NPAT							144.1	219.3	52.2%
EBITDA/Revenue %	21.8%	21.7%		21.5%	23.8%		21.7%	22.3%	
VIP Rebate Front Money N\$m	2,073.5	3,425.7	65.2%	158.6	242.5	52.9%	2,232.0	3,668.2	64.3%
VIP Rebate Turnover N\$m	28,908.8	43,052.1	48.9%	1,223.7	3,186.4	160.4%	30,132.5	46,238.4	53.5%
VIP Win rate	1.43%	1.43%		1.43%	1.43%		1.43%	1.43%	

Note: ¹ Normalised results reflect the underlying performance of the business as they remove the inherent volatility of the International VIP Rebate business. Normalised results are adjusted using an average win rate of 1.43% on actual turnover. FY2014 normalised results have been restated to a win rate of 1.43% on actual turnover to reflect a consistent win rate between periods

Jupiters Townsville sale was completed on 1 October 2014. FY2015 earnings include Jupiters Townsville earnings from 1 July 2014 to 30 September 2014 with FY2014 including a full twelve months of Jupiters Townsville earnings

APPENDIX

OPERATIONAL BENCHMARKS

Operational Benchmarks	The Star		QLD Casinos	
	FY2014	FY2015	FY2014	FY2015
Slots				
Revenue (\$m)	255	288	289	310
NMR/machine/day	471	531	239	276
MTGMs				
Revenue (\$m)	72	89	12	18
NMR/machine/day	410	539	346	273
Domestic tables (Excl MTGMs)				
Revenue (\$m)	419	502	189	210
Hold %	18%	18%	17%	18%
International VIP Rebate business (Actual)				
Front Money (\$m)	2,074	3,426	159	242
Turnover (\$m)	28,909	43,052	1,224	3,186
Turns	13.9	12.6	7.7	13.1
Win rate	1.34%	1.20%	0.65%	2.21%
Hotels				
Occupancy	88%	88%	86%	90%
Cash Revenue (\$m)	37	30	36	30
Average Cash Rate	263	279	170	187
Restaurants				
Cash Revenue (\$m)	36	39	37	32
Gross Revenue (\$m)	52	61	58	56
Bars				
Cash Revenue (\$m)	38	42	27	25
Gross Revenue (\$m)	69	82	49	48
Actual EBITDA/Revenue % (Excl Significant items)	21%	17%	20%	26%
Normalised EBITDA/Revenue % (Excl Significant items)	22%	22%	22%	24%
Employee Costs/Revenue % (Excl Significant items)	22%	20%	33%	27%

Comment

- Electronic gaming revenue (Slots and MTGMs) up strongly, NMR of Slots and MTGMs impacted by floor optimisation strategy:
 - Number of Slot units constant at The Star and MTGMs units down as underperforming units being replaced – capacity for increased MTGMs in FY2016
 - MTGMs in QLD increasing (+86 units on average in FY2015 vs pcp) following reclassification as tables
 - Reduction in Slot units in QLD (-213 units on average in FY2015 vs pcp) impacted by limited gaming floor area
- Growth in domestic table games (+20% at The Star, +14% in QLD) driven by activity levels, hold rates slightly up on prior period
- Hotel occupancy strong, level of comp up on prior period driven by increased self-redemption under loyalty program
- Employee costs as a percentage of revenue declining across the group as a result of good cost control, fixed cost leverage and strong electronic gaming growth

APPENDIX

JUPITERS TOWNSVILLE

Jupiters Townsville sale was completed on 1 October 2014. FY2015 group earnings include Jupiters Townsville contribution from 1 July 2014 to 30 September 2014 only (FY2014 including a full twelve months of Jupiters Townsville contribution)

Actual \$m	Townsville	
	FY2014	FY2015
Slots	23.4	6.0
Domestic Tables	10.0	2.5
Non-Gaming	20.0	5.3
Total Domestic	53.4	13.8
International VIP Rebate (Gross)	-	-
Other Revenue	0.2	0.1
Total Gross Revenue	53.7	13.9
Gaming taxes, levies and commissions	(5.3)	(1.5)
Operating expenses	(40.3)	(10.4)
EBITDA	8.0	2.0
Depreciation and Amortisation	(3.6)	0.0
EBIT	4.3	2.0

APPENDIX

CASH COLLECTION RATIO

Category \$m	Jun-13	Jun-14	Jun-15
Cash flows from operating activities before interest and income tax			
Net cash receipts in the course of operations	1,757.4	1,800.0	2,174.5
Payments to suppliers, service providers and employees	(982.2)	(1,057.8)	(1,202.4)
Payment of government levies, gaming taxes and GST	(381.3)	(385.6)	(465.6)
Net cash inflows from operating activities before interest and income tax	393.9	356.6	506.5
Profit before net finance costs and income tax	188.6	241.5	287.1
Add back depreciation and amortisation	(146.0)	(145.6)	(163.7)
EBITDA	334.6	387.1	450.8
Cash collection	118%	92%	112%

APPENDIX

INTERNATIONAL VIP REBATE BUSINESS RECEIVABLES

International VIP Rebate Business Receivables (Before provisions)	0 - 30 days	30 days - 1 year	1 - 3 years	3 years +	Total
FY2015 (\$m)					
Not yet due	82.0	-	-	-	82.0
Past due not impaired	-	10.5	5.7	0.0	16.2
Considered impaired	-	5.3	4.1	0.0	9.4
Total	82.0	15.8	9.8	0.0	107.6
FY2014 (\$m)					
Not yet due	35.6	-	-	-	35.6
Past due not impaired	-	32.4	8.5	-	40.9
Considered impaired	-	9.7	8.5	0.1	18.3
Total	35.6	42.1	17.0	0.1	94.8

- Increase in trade receivables driven by cheques received not yet due - over 70% already collected from balance
- Past due not impaired receivables of \$16m down from \$41m in June 2014 despite significantly increased International VIP Rebate business volumes
- Reduced receivables exposure a result of improved credit risk management and collection processes and the write-off of long overdue returned cheques

APPENDIX GLOSSARY

Term	Definition
CAGR	Compound Annual Growth Rate
Capital expenditure (capex)	Unless otherwise stated, capital expenditure is presented on an accruals basis and excludes investments in associates and equity acquisitions
D&A	Depreciation & Amortisation
Domestic tables	Domestic tables includes main gaming floor table games, private gaming room table games, domestic rebate table games and MTGMs
EGM	Electronic gaming machine – includes both slots and MTGMs
F&B	Food and Beverage
International VIP Rebate business customer front money	Deposits of funds in relation to International VIP Rebate business at the casino cage that the player intends to use as security for casino play. Front money deposits enable a player to draw upon funds by signing markers at the table games up to the amount of the deposit
MTGM	Multi-terminal gaming machine or electronic table game
NMR	Net revenue per machine
Normalised revenue	Normalised results reflect the underlying performance of the business as they remove the inherent volatility of the International VIP Rebate business. Normalised results are adjusted using an average win rate of 1.43% of actual turnover
pcp	Prior comparable period
Rebate	International VIP Rebate business and Domestic Rebate business
Significant items	Significant items are items of income or expense which are, either individually or in aggregate, material to Echo and: <ul style="list-style-type: none"> ➤ Outside the ordinary course of business (e.g. gains or losses on the sale or termination of operations, the cost of significant reorganisations or restructuring); or ➤ Part of the ordinary activities of the business but unusual due to their size and nature